Complete Stakeholders Report (Owner names listed are the reporting representatives of the stakeholder groups/organizations using this on-line reporting system)

FY 2011 Q2 (Oct-Dec 2010) Plan Status 1.0: Turning the Montana Tourism and recreation Vision into reality
Report Settings

Display Depth:	4	**Status Filter:**	* Show All *
Showing Tactics:	No	**Tag Filter:**	* Show All *

Review Status Symbols Legend

First Column:

Strategy Status: ★ Ahead of Plan ○ On Track ⊗ Behind Plan ● Off Track ➡ Change

Tactic Start Status: ○ Started on Time ⊗ Started Late ● Incomplete

Second Column:

Strategy Trend: ↑ Getting Better ➡ Staying the Same ↓ Getting Worse

Tactic Current Status: ○ On Track ⊗ Behind Plan ● Off Track

Third Column:

Strategy Future Concern: L Low Concern M Medium Concern H High Concern

Tactic Final Status: ○ Completed on Time ⊗ Completed Late ● Incomplete

√ Completed ☍ On Hold ✗ Cancelled

Objective or Strategy	Creation Status	Owner	Review Status		
1.0: Turning the Montana Tourism and recreation Vision into reality	✅	Victor Bjornberg	○	➡	L
1.1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.	○	Victor Bjornberg	○	➡	L
1.1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.	○	Victor Bjornberg	○	➡	M
1.1.1.1: Expand public-private marketing partnerships with tourism businesses and attractions	○	Victor Bjornberg	○	↑	L
1.1.1.2: Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Victor Bjornberg	○	↑	M
1.1.1.3: Attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Victor Bjornberg	○	➡	L
1.1.1.4: Continue marketing to international travelers. Work with RMI to provide annual reports on Montana product 'on the shelf' in the overseas markets.Educate Montana suppliers, Share leads, semi-annual reports about media value	○	Victor Bjornberg	○	➡	M
1.1.1.5: Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Victor Bjornberg	○	➡	M
1.1.2: Promote Montana to targeted groups and events, emphasizing offpeak season.	○	Victor Bjornberg	○	➡	L
1.1.2.1: Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Victor Bjornberg	○	➡	H
1.1.2.2: Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Victor Bjornberg	○	↑	L
1.1.2.3: Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide.	○	Sten Iversen	○	↓	L
1.1.2.4: Target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Susan Buhr	○	➡	L
1.1.2.5: Continue to target tour operators to bring group tours and packaged vacations to Montana.	○	Pam Gosink	○	➡	M
1.1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.	○	Victor Bjornberg	○	➡	L
1.1.3.1: Travel Montana host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process.	○	Pam Gosink	●	➡	L
1.1.3.2: Implement the new Montana tourism brand to enhance the state's image and message in priority markets	○	Pam Gosink	○	↑	L
1.1.3.3: Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Victor Bjornberg	○	➡	L
1.1.3.4: Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships.	○	Pam Gosink	⊗	➡	M
1.1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.	○	Pam Gosink	○	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
1.1.4.1: Create a database inventory of visitor information system (VIS) components available statewide	O	Pam Gosink	➡	?	✕
1.1.4.2: Establish criteria for "officially-designated" visitor information sites/services, foster more collaboration between agency/private visitor services. Link VICs, museums, attractions, and businesses to leverage resources, provide quality service statewide.	O	Pam Gosink			
1.1.4.3: Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	O	Pam Gosink	O	↑	L
1.1.4.4: Use technology to enhance Montana visitor information and marketing efforts.	O	Pam Gosink	O	→	M
1.1.4.5: Expand displays of MT destinations/products at State rest areas, airports, train stations, and VICs. Integrate MT VICs, rest areas, chambers, airports, and train stations into state economic development efforts by showcasing MT's heritage and economy.	O	Pam Gosink	O	↑	L
1.2: Attain public policy and citizen support for sustainable tourism and recreation.	O	Victor Bjornberg	O	→	L
1.2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Victor Bjornberg	O	→	L
1.2.1.1: Travel Montana build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Pam Gosink	O	→	L
1.2.1.2: Custer Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Nick Mann	?	?	?
1.2.1.3: Glacier Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Racene Friede	?	?	?
1.2.1.4: Gold West Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Sarah Bannon	?	?	?
1.2.1.5: Missouri River Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Carla Hunsley	O	→	M
1.2.1.6: Russell Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Gayle Fisher	?	?	?
1.2.1.7: Yellowstone Country build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Robin Hoover	O	→	L
1.2.1.8: Big Sky CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Marne Hayes	?	?	?
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Joan Kronebusch	?	?	?
1.2.1.10: Bozeman CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Cyndy Andrus	★	↑	L
1.2.1.11: Butte CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Sara Rowe	?	?	?
1.2.1.12: Flathead CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Diane Medler	?	?	?
1.2.1.13: Great Falls CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Sarah Converse	?	?	?
1.2.1.14: Helena CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Mike Mergenthaler	?	?	?
1.2.1.15: MIles City CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	John Laney	?	?	?
1.2.1.16: MIssoula CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Barbara Ann Neilan	?	?	?
1.2.1.17: West Yellowstone CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Marysue Costello	?	?	?
1.2.1.18: Whitefish CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Jan Metzmaker	?	?	?
1.2.1.19: MTRI/NPS build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	John Keck	?	?	?
1.2.1.20: MTRI/USFS build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	O	Margaret Gorski	?	?	?
1.2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	O	Victor Bjornberg	O	→	M
1.2.2.1: Travel Montana provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	O	Pam Gosink	O	→	M
1.2.2.2: Custer Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	O	Nick Mann	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
1.2.2.3: Glacier Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Racene Friede	?	?	?
1.2.2.4: Gold West Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Sarah Bannon	?	?	?
1.2.2.5: Missouri River Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Carla Hunsley	?	?	?
1.2.2.6: Russell Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Gayle Fisher	?	?	?
1.2.2.7: Yellowstone Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Robin Hoover	●	→	L
1.2.2.8: Big Sky CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Marne Hayes	?	?	?
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Joan Kronebusch	?	?	?
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Cyndy Andrus	◯	↑	L
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Sara Rowe	?	?	?
1.2.2.12: Flathead CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Diane Medler	?	?	?
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Sarah Converse	?	?	?
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Mike Mergenthaler	?	?	?
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	John Laney	?	?	?
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Barbara Ann Neilan	?	?	?
1.2.2.17: West Yellowstone CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Marysue Costello	?	?	?
1.2.2.18: Whitefish CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Jan Metzmaker	?	?	?
1.2.2.19: MTTA provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	◯	Latonna Old Elk			✕
1.2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).	◯	Sheila Ludlow	◯	→	?
1.2.3.1: Encourage the Montana Legislature to change the MT Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing.	◯	Sheila Ludlow	◯	→	?
1.2.3.2: Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process.	●	Sheila Ludlow	◯	↑	✓
1.2.3.3: Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.	●	Sheila Ludlow	➡	?	?
1.2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	◯	Victor Bjornberg	◯	↑	L
1.2.4.1: TAC address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	◯	Barb Sanem	◯	↑	H
1.2.4.2: MTRI/NPS address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	◯	John Keck	?	?	?
1.2.4.3: MTRI/USFS address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	◯	Margaret Gorski	?	?	?
1.2.4.4: MTTA address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	◯	Latonna Old Elk			✕
1.3: Address management and access issues for sustainable recreation on private, state, and federal lands.	◯	Victor Bjornberg	⊗	→	M
1.3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Victor Bjornberg	⊗	↑	M
1.3.1.1: Travel Montana educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Pam Gosink	◯	→	M
1.3.1.2: Custer Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Nick Mann	?	?	?
1.3.1.3: Glacier Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Racene Friede	?	?	?
1.3.1.4: Gold West Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Sarah Bannon	?	?	?
1.3.1.5: Missouri River Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Carla Hunsley	?	?	?
1.3.1.6: Russell Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Gayle Fisher	?	?	?
1.3.1.7: Yellowstone Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Robin Hoover	●	→	◠
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Marne Hayes	?	?	?
1.3.1.9: Billings CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	◯	Joan Kronebusch	?	?	?

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1.3.1.10: Bozeman CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Cyndy Andrus	🔴	➡	L
1.3.1.11: Butte CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Sara Rowe	?	?	?
1.3.1.12: Flathead CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Diane Medler	?	?	?
1.3.1.13: Great Falls CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Sarah Converse	?	?	?
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Mike Mergenthaler	?	?	?
1.3.1.15: Miles City CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	John Laney	?	?	?
1.3.1.16: Missoula CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Barbara Ann Neilan	?	?	?
1.3.1.17: West Yellowstone CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Marysue Costello	?	?	?
1.3.1.18: Whitefish CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Jan Metzmaker	?	?	?
1.3.1.19: MTRI/NPS educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	John Keck	?	?	?
1.3.1.20: MTRI/USFS educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	O	Margaret Gorski	?	?	?
1.3.2: Coordinate state, regional, and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Victor Bjornberg	⊗	➡	L
1.3.2.1: Travel Montana coordinate state tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Pam Gosink	?	?	?
1.3.2.2: Custer Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Nick Mann	?	?	?
1.3.2.3: Glacier Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Racene Friede	?	?	?
1.3.2.4: Gold West Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Sarah Bannon	?	?	?
1.3.2.5: Missouri River Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Carla Hunsley	?	?	?
1.3.2.6: Russell Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Gayle Fisher	?	?	?
1.3.2.7: Yellowstone Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Robin Hoover	🔴	➡	⌒
1.3.2.8: Big Sky CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Marne Hayes	?	?	?
1.3.2.9: Billings CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Joan Kronebusch	?	?	?
1.3.2.10: Bozeman CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Cyndy Andrus	🔴	➡	M
1.3.2.11: Butte CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Sara Rowe	?	?	?
1.3.2.12: Flathead CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Diane Medler	?	?	?
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Sarah Converse	?	?	?
1.3.2.14: Helena CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Mike Mergenthaler	?	?	?
1.3.2.15: Miles City CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	John Laney	?	?	?
1.3.2.16: Missoula CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Barbara Ann Neilan	?	?	?
1.3.2.17: West Yellowstone CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Marysue Costello	?	?	?
1.3.2.18: Whitefish CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Jan Metzmaker	?	?	?
1.3.2.19: MTRI/NPS coordinate state, regional and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	John Keck	?	?	?
1.3.2.20: MTRI/USFS coordinate state, regional and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	O	Margaret Gorski	?	?	?
1.3.3: Support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	O	Victor Bjornberg	?	?	?
1.3.3.1: MTRI/NPS support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	O	John Keck	?	?	?
1.3.3.2: MTRI/USFS support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	O	Margaret Gorski	?	?	?
1.3.4: Continue to enhance the Montana Block Management Program, expanding public access to private	O	Linda Howard	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
lands.					
1.3.4.1: FWP continue to enhance the Montana Block Management Program, expanding public access to private lands.	○	Linda Howard	?	?	?
1.3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.	○	John Keck	?	?	?
1.3.5.1: MTRI/NPS identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.	○	John Keck	?	?	?
1.3.5.2: MTRI/USFS identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.	○	Margaret Gorski	?	?	?
1.4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).	○	Victor Bjornberg	○	→	L
1.4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.	○	Victor Bjornberg	○	→	L
1.4.1.1: Use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Victor Bjornberg	○	→	L
1.4.1.2: Develop artisan/craftsmen trails statewide to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	L
1.4.1.3: Enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Corrie Hahn	?	?	?
1.4.1.4: Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	Latonna Old Elk			◔
1.4.1.5: Plan and Promote commemorations of historic events in Montana.	○	Kim Ramuta	○	→	L
1.4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.	○	Kim Ramuta	○	→	L
1.4.2.1: Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.	○	Kim Ramuta	○	→	L
1.4.2.2: Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	Latonna Old Elk			✕
1.4.2.3: Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Kim Ramuta	○	→	M
1.4.2.4: Revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Kim Ramuta	○	→	L
1.4.2.5: Maintain Lewis & Clark Trail, other national scenic and historic trails, and related sites/facilities to enhance visitor experience.	○	John Keck	?	?	?
1.4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).	○	Latonna Old Elk			◔
1.4.3.1: Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture.	○	Latonna Old Elk			◔
1.4.3.2: MTRI/USFS continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public.	○	Margaret Gorski	?	?	?
1.4.3.3: MTRI/NPS continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public.	○	John Keck	?	?	?
1.5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.	○	Victor Bjornberg	○	→	L
1.5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.	○	Victor Bjornberg	○	→	L
1.5.1.1: Create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Victor Bjornberg	○	→	M
1.5.1.2: Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Victor Bjornberg	○	→	L
1.5.1.3: Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Victor Bjornberg	○	→	L
1.5.1.4: Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands and work to develop them.	○	Victor Bjornberg	?	?	?
1.5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.	○	Victor Bjornberg	○	→	L
1.5.2.1: Travel Montana provide information about technical and financial assistance available to tourism and recreation businesses.	○	Victor Bjornberg	○	→	L
1.5.2.2: Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."	○	Victor Bjornberg	○	→	L
1.6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.	○	Victor Bjornberg	○	→	L
1.6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.	○	Victor Bjornberg	○	→	L
1.6.1.1: Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Barb Sanem	○	→	L
1.6.1.2: Sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Victor Bjornberg	⊗	→	M
1.6.1.3: Enhance higher education programs for tourism and recreation careers including continued education for existing tourism and recreation professionals.	○	Victor Bjornberg	?	?	◔
1.6.1.4: Enhance the Montana Superhost program with advanced training, locally customized information and new delivery methods.	⊘	Victor Bjornberg	○	→	L
1.6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.	○	Victor Bjornberg	?	?	◔
1.6.2.1: Add a specific Tourism, Recreation, and Hospitality category to the MT Dept of Labor & Industry (DLI) web site job search feature.	○	Victor Bjornberg	?	?	◔
1.6.2.2: Seek volunteers and volun-tourists to augment Montana's seasonal workfoce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	Corrie Hahn			◔
1.6.2.3: Provide tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities.	○	John Keck	?	?	?
1.6.2.4: Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs.	○	Barb Sanem	?	?	✕

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1.6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.	○	Victor Bjornberg	○	→	L
1.6.3.1: MT Dept of Commerce encourage use of local development incentives and federal funds for construction of affordable workforce housing.	○	Victor Bjornberg	○	↑	L
1.7: Improve Montana's transportation system for both residents and visitors.	○	Sheila Ludlow	★	↑	?
1.7.1: Increase air service capacity to and from Montana cities.	○	Sheila Ludlow	?	→	?
1.7.1.1: Big Sky CVB increase air service capacity to and from Montana cities.	○	Marne Hayes	?	?	?
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.	○	Joan Kronebusch	?	?	?
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.	○	Cyndy Andrus	★	↑	L
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.	○	Sara Rowe	?	?	?
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.	○	Diane Medler	?	?	?
1.7.1.6: Great Falls CVB increase air service capacity to and from Montana cities.	○	Sarah Converse	?	?	?
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.	○	Mike Mergenthaler	?	?	?
1.7.1.8: Miles City CVB increase air service capacity to and from Montana cities.	○	John Laney	?	?	?
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.	○	Barbara Ann Neilan	?	?	?
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.	○	Marysue Costello	?	?	?
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.	○	Jan Metzmaker	?	?	?
1.7.1.12: MDT increase air service capacity to and from Montana cities.	○	Sheila Ludlow	?	→	?
1.7.2: Continue to implement Montana's rest area strategy.	○	Sheila Ludlow	○	↑	?
1.7.2.1: MDT continue to implement Montana's rest area strategy.	○	Sheila Ludlow	○	?	?
1.7.2.2: ITRR survey resident and visitor satisfaction with Montana's rest areas and provide feedback to MDT.	○	Christine Oschell	○	→	M
1.7.3: Improve and maintain Montana roads and bridges.	○	Sheila Ludlow	○	↑	?
1.7.4: Increase use of passenger rail and transit service in Montana.	○	Sheila Ludlow	?	→	?
1.7.4.1: Promote Amtrak's Empire Builder service in Montana.	○	Sheila Ludlow	○	→	?
1.7.4.2: Promote excursion rail service in Montana.	○	Sheila Ludlow	?	?	?
1.7.4.3: Encourage and expand intercity transit service, and service to high traffic visitor locations.	○	Sheila Ludlow	○	↑	?
1.7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Sheila Ludlow	○	→	L
1.7.5.1: Encourage and explore expanding bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Sheila Ludlow	○	→	L
1.7.5.2: Bicycling Organizations expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Victor Bjornberg	?	?	?
1.7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Sheila Ludlow	➡	?	✓
1.7.6.1: Travel Montana develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Victor Bjornberg			✗
1.7.6.2: MDT develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Sheila Ludlow	➡	?	✓
1.8: Enhance the "curb appeal" of Montana communities to attract visitors.	○	Victor Bjornberg	○	→	L
1.8.1: Increase the capacity of Montana communities to be more competitive in tourism.	○	Victor Bjornberg	○	→	L
1.8.1.1: Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism.	○	Victor Bjornberg			◔
1.8.1.2: Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending.	○	Victor Bjornberg	○	→	L
1.8.1.3: Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl.	○	Barb Sanem	○	→	H
1.8.1.4: Continue the TIIP grants and the Special Event Grant Program to improve community tourism and recreation-related infrastructure and economic development through new and "hallmark" ongoing festivals and events.	○	Victor Bjornberg	○	→	L
1.8.2: Implement improvements to make Montana communities more visitor-friendly.	○	Victor Bjornberg	○	→	L
1.8.2.1: Improve the appearance of community entrances, highway commercial areas, and public parks/facilities.	○	Victor Bjornberg			✗
1.8.2.2: Address sign proliferation when regulations are violated.	○	Sheila Ludlow	○	↑	?
1.8.2.3: Improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg			✗
1.8.2.4: Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers.	○	Victor Bjornberg			✗
1.8.2.5: Evaluate state participation in the "RV Friendly" designation program for businesses, attractions, and VICs.	○	Sheila Ludlow	⊗	→	L
1.9: Increase funding to maintain sustainable tourism and recreation.	○	Victor Bjornberg	○	→	L
1.9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.	○	Victor Bjornberg	○	→	L
1.9.2: Foster opportunities to pool public and private marketing dollars.	○	Pam Gosink	○	↑	H
1.9.2.1: Travel Montana foster opportunities to pool public and private marketing dollars.	○	Pam Gosink	○	↑	H
1.9.2.2: Custer Country foster opportunities to pool public and private marketing dollars.	○	Nick Mann	?	?	?
1.9.2.3: Glacier Country foster opportunities to pool public and private marketing dollars.	○	Racene Friede	?	?	?

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1.9.2.4: Gold West Country foster opportunities to pool public and private marketing dollars.	〇	Sarah Bannon	?	?	?
1.9.2.5: Missouri River Country foster opportunities to pool public and private marketing dollars.	〇	Carla Hunsley	?	?	?
1.9.2.6: Russell Country foster opportunities to pool public and private marketing dollars.	〇	Gayle Fisher	?	?	?
1.9.2.7: Yellowstone Country foster opportunities to pool public and private marketing dollars.	〇	Robin Hoover	〇	↑	L
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.	〇	Marne Hayes	?	?	?
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.	〇	Joan Kronebusch	?	?	?
1.9.2.10: Bozeman CVB foster opportunities to pool public and private marketing dollars.	〇	Cyndy Andrus	〇	→	M
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.	〇	Sara Rowe	?	?	?
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.	〇	Diane Medler	?	?	?
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.	〇	Sarah Converse	?	?	?
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.	〇	Mike Mergenthaler	?	?	?
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.	〇	John Laney	?	?	?
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.	〇	Barbara Ann Neilan	?	?	?
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.	〇	Marysue Costello	?	?	?
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.	〇	Jan Metzmaker	?	?	?
1.9.3: Enhance funding for region and CVB marketing efforts.	〇	Victor Bjornberg	〇	→	L
1.9.3.1: Custer Country enhance funding for region marketing efforts.	〇	Nick Mann	?	?	?
1.9.3.2: Glacier Country enhance funding for region marketing efforts.	〇	Racene Friede	?	?	?
1.9.3.3: Gold West Country enhance funding for region marketing efforts.	〇	Sarah Bannon	?	?	?
1.9.3.4: Missouri River Country enhance funding for region marketing efforts.	〇	Carla Hunsley	?	?	?
1.9.3.5: Russell Country enhance funding for region marketing efforts.	〇	Gayle Fisher	?	?	?
1.9.3.6: Yellowstone Country enhance funding for region marketing efforts.	〇	Robin Hoover	〇	↑	L
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.	〇	Marne Hayes	?	?	?
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.	〇	Joan Kronebusch	?	?	?
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.	〇	Cyndy Andrus	〇	→	H
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.	〇	Sara Rowe	?	?	?
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.	〇	Diane Medler	?	?	?
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.	〇	Sarah Converse	?	?	?
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.	〇	Mike Mergenthaler	?	?	?
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.	〇	John Laney	?	?	?
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.	〇	Barbara Ann Neilan	?	?	?
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.	〇	Marysue Costello	?	?	?
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.	〇	Jan Metzmaker	?	?	?
1.9.4: Provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.	〇	Kim Ramuta	〇	→	L
1.9.4.1: MHS provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.	〇	Kim Ramuta	?	?	?
1.9.4.2: MAC provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.	〇	Victor Bjornberg	?	?	?
1.10: Build an effective "team" to implement the Strategic Plan, and report results.	〇	Victor Bjornberg	〇	→	L
1.10.1: Recognize Travel Montana as the "Team Captain" to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.	〇	Victor Bjornberg	〇	↑	L
1.10.2: Create public/private/tribal partnerships for cooperative project implementation.	〇	Victor Bjornberg	〇	→	L
1.10.2.1: Custer Country create public/private/tribal partnerships for cooperative project implementation.	〇	Nick Mann	?	?	?
1.10.2.2: Glacier Country create public/private/tribal partnerships for cooperative project implementation.	〇	Racene Friede	?	?	?
1.10.2.3: Gold West Country create public/private/tribal partnerships for cooperative project implementation.	〇	Sarah Bannon	?	?	?
1.10.2.4: Missouri River Country create public/private/tribal partnerships for cooperative project implementation.	〇	Carla Hunsley	〇	→	M
1.10.2.5: Russell Country create public/private/tribal partnerships for cooperative project implementation.	〇	Gayle Fisher	?	?	?
1.10.2.6: Yellowstone Country create public/private/tribal partnerships for cooperative project implementation.	〇	Robin Hoover	〇	→	L
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Marne Hayes	?	?	?
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Joan Kronebusch	?	?	?
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Cyndy Andrus	〇	→	L
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Sara Rowe	?	?	?
1.10.2.11: Flathead CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Diane Medler	?	?	?
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Sarah Converse	?	?	?
1.10.2.13: Helena CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Mike Mergenthaler	?	?	?
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.	〇	John Laney	?	?	?
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Barbara Ann Neilan	?	?	?
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.	〇	Marysue Costello	?	?	?

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1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.	🟢	Jan Metzmaker	?	?	?
1.10.2.18: MTTA create public/private/tribal partnerships for cooperative project implementation.	🟢	Latonna Old Elk			✗
1.10.2.19: MTRI/NPS create public/private/tribal partnerships for cooperative project implementation.	🟢	John Keck	?	?	?
1.10.2.20: MTRI/USFS create public/private/tribal partnerships for cooperative project implementation.	🟢	Margaret Gorski	?	?	?
1.10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.	🟢	Victor Bjornberg	🟢	➔	M
1.10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.	🟢	Barb Sanem			✓
1.10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.	🟢	Christine Oschell	🟢	➔	L
1.10.5.1: Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.	🟢	Christine Oschell	?	?	?
1.10.5.2: Purchase research about national/international tourism, recreation, and related trends from sources	🟢	Pam Gosink	🟢	↑	L
1.10.5.3: Continue regular monitoring of Montanans' opinions about tourism and recreation.	🟢	Christine Oschell	?	?	?
1.10.5.4: Disseminate tourism research reports to partners statewide.	🟢	Christine Oschell	?	?	?